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GENERAL COMMENTS

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The following general comments are common to the four field offices of the [REDACTED] and to the [REDACTED] when so noted:

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25X1X8

1. All copies of teletype (TWX) messages sent and received are maintained indefinitely by all field offices. Office personnel state that little use is made of this material over 30 days old, and almost no use for material over 60 days.

The Survey team recommends that all such material be destroyed after 60 days and by retention of logs the occasional need for old material can be furnished by repeat TWX or mail from Hdqrs., [REDACTED]

copy

25X1A8a

Numerous items of obsolete or little-used materials are being maintained by these offices, i.e.: [REDACTED] reports of other offices, ORE working papers, CIA and IAC Agency publications, etc.

copy

25X1A

3. The files and file situations are for the most part the result of lack of knowledge as to what documents should and can be destroyed. The pending publication on records management should alleviate the situation.

A vigorous program, consistent with the operational needs of these offices, should be started at once to minimize these files and records for the conservation of critical vault space.

4. The obsolete practice of having employees sign for their salary checks is still in effect in these offices. This procedure was discontinued in Washington some time ago and Hdqrs., OO, indicated they will have the field offices conform to standard practice.

25X1A8a

5. No notification is made to the [REDACTED] field offices of allotment of funds or monthly financial reports showing funds obligated.

Some offices commented on excessive time required in obtaining cash reimbursements under the present petty cash procedure.

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7. All offices commented on the method used to pack supplies shipped them from Washington. The waterproofing and overseas type packing appears to be needless, costly and unwarranted for materials shipped to [REDACTED] stations.

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25X1A8a

8. The general opinion of all offices is that [REDACTED] clearance takes excessive time in processing and the [REDACTED] replies to requests are generally vague and seemingly stereotyped.

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9. Several of the [REDACTED] offices visited suggested that inter-field office conferences would prove beneficial operationally. Desire was expressed that at least one or more area conferences be held each year or that free time be provided at the yearly Washington conference for office chiefs to exchange ideas of general operations and administration practices.

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25X1A6a

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10. The [REDACTED] is using effectively and with success the "Recordak" microfilming equipment procured for the [REDACTED] field offices. The only specific instructions they have had were those furnished with this equipment.

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SCH

25X1A6a

Other offices complained of their inability to use this equipment due to its technical nature, this concept is rather well disproved by the [REDACTED] Office.

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Recent TWX from Hdqrs., [REDACTED] suggesting the [REDACTED] Office develop film before sending it to Washington is contrary to the procedure established prior to procurement of the microfilming equipment.

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This subject should be thoroughly examined and a standard operating procedure developed for full utilization of this equipment by all field offices.

25X1A8a

11. The entire postage and pouch system including pouch time used by [REDACTED] will be examined in detail by the Management Staff.

DO
SCH

12. The entire system of postage accounting will be examined and studied jointly by Budget, Fiscal and Management in the attempt to simplify the existing procedure.

DO
SCH

13. The survey team disclosed that apparently each office is thoroughly checked by I&S when initially opened, however, two offices indicate they have not been checked since activation.

25X1A8a

14. Under the present approved procedure in accounting for expenditures in connection with travel performed within the area of each office, the chief of each office is required to issue a monthly travel order to those [REDACTED] Specialists who travel frequently during months or to issue travel orders for specific trips to those employees who make only occasional trips. It is suggested that consideration be given to the issuance of yearly travel orders, at the beginning of each fiscal year, to those employees whose duties require them to perform a considerable amount of within-area travel each month.

The matter of requiring individual employees to use their personal funds for petty cash purchases should be reviewed with the view in mind of changing the procedure by establishing Agent Cashiers or possibly making additional advances from funds otherwise available in a sufficient amount to cover such purchases.

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WHITEHOUSE

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ACTIVITY SURVEYED: 1
Office of Operations

FOIAb3b1

DATE: 3 April 1950

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SURVEY TEAM:

1. T/O and Staffing Pattern

a. The T/O of this station is approved at 82 vouchered positions plus 6 unvouchered grades for a special mission. The unvouchered status of the 6 employees is questioned by the Team in view of the fact that all of the [redacted] Monitors at the station rotate in [redacted] coverage. It appears that an undue amount of record keeping is required by the preparation of two payrolls, one on a monthly basis (28 days) for the unvouchered positions and the other on a biweekly basis for the vouchered employees.

b. Of the 82 and 6, 74 and 4 are on duty, with 8 and 1 pending, thus only one vacancy exists against the T/O.

c. In reviewing the T/O and personnel assignments it was noted that there are two Maintenance Technicians, one a GS-9 [redacted] and a GS-7 [redacted], on duty while the T/O lists only one GS-7, Maintenance Technician.

d. It is recommended that an up-to-date roster of personnel assignments be maintained currently by the station.

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2. Personnel

As the station is almost entirely recruited to strength there seems to be no problem for personnel.

3. Services

a. Space:

Space is considered adequate but not ideal. As the balance of the T/O is filled this station will undoubtedly be crowded for space. The station chief has recently asked for a \$6,000 extension to the west wing of the existing facility. The purpose of the extension is to provide a larger wire room with a better reference room and a rest (first aid) room, all of which is presently crowded into a small space. It is the opinion of this Team that no authorization should be planned at the [redacted] station until the overall future of the station is carefully considered.

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b. Supplies:

Very good, however, this station commented that all supplies received from Washington were packed for [REDACTED] shipment. The station chief questioned the Team as to why teletype paper and teletype tape could not be procured locally [REDACTED] As the paper is used in large quantities the freight and drayage bill could be considerably reduced.

c. Contractual Services:

Satisfactory.

4. Financial

- a. An audit was made of the postage stamp account which was found to be in proper order.
- b. During the discussion the station chief requested that consideration be given to an advance of funds to replace the present petty cash procedure which requires the expenditure of personal funds and then obtaining reimbursement a month or more later.
- c. The station reported that recently the salary checks were arriving later than usual and requested that an effort be made to dispatch the salary checks at such time which will assure their arrival on Friday in time to deliver to employees on the day shift. The reason given was entirely logical and is based on the fact that the checks when late are received after the day shift departs so that a large number of personnel have to come back when they are off duty to receive their checks. The day shift departs 4 PM, Friday.
- d. The station chief would very much appreciate being informed of leave balances twice a year instead of the present system of once a year. According to the station chief this would materially assist in station planning.

5. Security

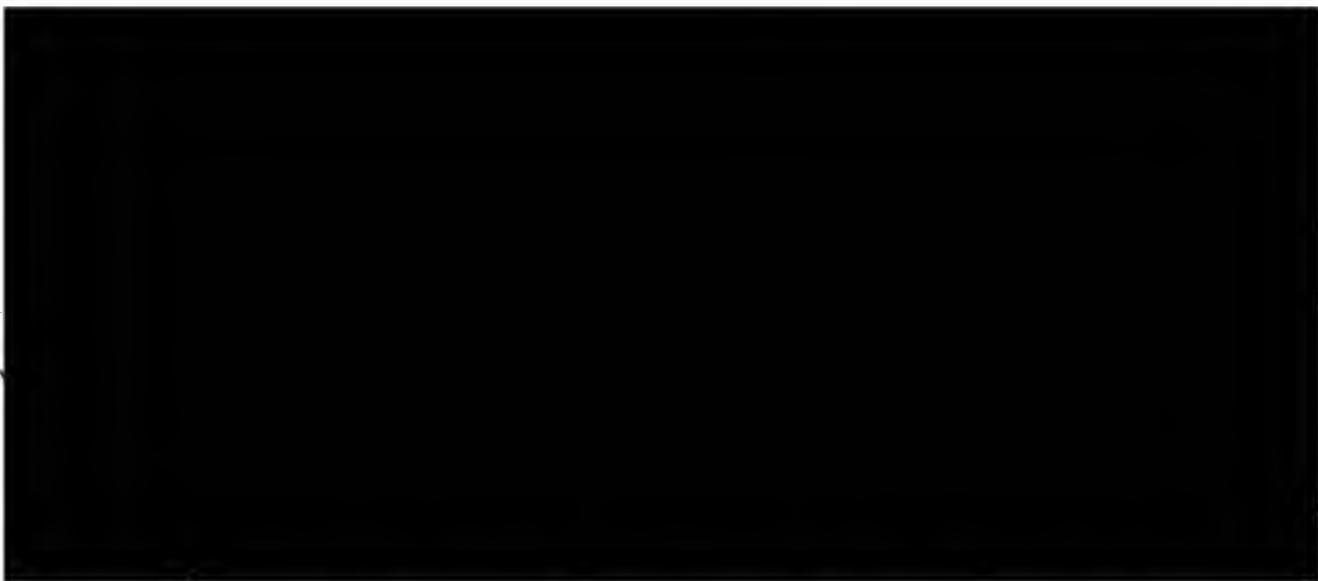
No particular problem.

6. Operational and Miscellaneous Findings

- a. This station operates 24 hours a day, 7 days a week. This point is often overlooked and is stressed only in order to point out that at the moment approximately 75 people are required to cover 60 positions.
- b. The station has a fire and emergency plan and all employees have been instructed.

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d. The station is evidently concerned over the inability to receive certain technical periodicals on a subscription basis. Apparently 6 periodicals which were supposed to have been renewed are not being received. Management will follow-up with the Library.

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e. [REDACTED] still requires signature for pay checks.

f. The subject of dead files at this station is worthy of study. Some 15 or 16 four-drawer file cabinets are loaded to capacity with old material and are stored in a quonset hut adjacent to the main building. The building is not overly secure. This situation is tying up usable equipment and space with material of apparent little value. It should be either shipped to Washington, microfilmed at the station, or just destroyed. Management will follow this up with OO.

g. Station requested the redesign of Form No. 56-71. This is being accomplished by the Management Staff.

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ACTIVITY SURVEYED:

[REDACTED] Office of Operations

25X1A8a

DATE:

27 March 1960

SURVEY TEAM:

[REDACTED] CIA
Barber, Bureau of the Budget

25X1A9a

1. T/O and Staffing Pattern

a. Authorized T/O: 30 (plus 1 Army Representative)
13 Clerical and Admin., 18 Professional
(includes 1 Army)

On Duty: 9 Clerical and Admin., 12 Professional
(includes 1 Army)

Vacancies: 10 (4 Clerical and Admin., 6 Professional)
Pending: 6 (5 Clerical and Admin., 3 Professional)

b. This office is operating with backlog of approximately 30 reports. The backlog is largely attributable to lack of clerical support and has increased steadily although the clerical force performs approximately 30 hours of overtime each month. Full T/O complement of 13 Clerical to 18 Professional should provide sufficient balance to offset this overtime expenditure.

2. Personnel

Personnel security clearance for this office has been approximately the same as the overall Agency average, however, one individual declined a stenographic slot due to excessive time of security clearance.

3. Services

a. Space:

2965 square feet of space are allotted to this office or an average of 95 square feet per person based on full T/O. Files and records are continuing to occupy increased proportion of office area to such an extent that a vigorous program of records retirement and destruction should be implemented immediately.

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DIRECTORATE

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b. Supplies:

Expendable supplies are normally obtained from General Services Administration and non-expendable material from Services Division, Administrative Staff, CIA. Considerable dissatisfaction was expressed by this office on an August order for office chairs which were not delivered until the following January. The average time of receipt of miscellaneous expendable supplies ranges from 3 to 4 weeks [REDACTED]

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Unrequisitioned file cases (visable card) were sent to this office without an expressed need or desire for such equipment and therefore excessive to their operational needs. The Administrative Assistant was instructed to return this surplus equipment.

c. Contractual Services:

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The [REDACTED] telephone and typewriter maintenance and repairs are performed by contractual services and are considered adequate by this office. Housekeeping functions of cleaning, etc, of the office area are furnished by special arrangement at no extra cost to the Agency. TWX service is handled by the Washington Office.

4. Financial

a. The unvouchedered accounts for petty cash, procurement of publications and graphic materials were audited and the following discrepancies noted:

Petty cash - overage	\$.67
Publications - shortage	.07
Graphics - overage	3.91
Net overage	<u>4.51</u>

The above discrepancies are the result of intermingling of funds in obtaining the exact amount of funds for the payment of purchases. If a particular fund doesn't have the correct amount of change, funds are borrowed from the other two accounts or in some instances from advances made to the various [REDACTED] specialists.

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The Administrative Assistant was instructed to recheck all three accounts including the advances made to the [REDACTED] specialists and balance all funds and accounts.

The petty cash account consisted of an advance of \$100 made from unvouchedered funds advanced to the Chief of the Office by the Finance Division, [REDACTED] Staff, for travel and entertainment purposes.

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b. This office expressed concern over the length of time (approximately 6 weeks) required for reimbursement of travel or entertainment expenses incurred by office personnel.

5. Security

a. The vault area of this office is being used both for classified storage and as the teletype room. It is estimated that, unless the program outlined in 3a above is instituted at once, this office will grow out of its vault area within 12 to 24 months.

6. Operational and Miscellaneous Findings

a. It is estimated that the physical handling of aliens and the procurement of graphics and printed materials is utilizing approximately 1/3 of this office's productivity. The time expended for these operations reduces the major operational responsibility of this office of CO report production by 33 1/3 per cent.

b. A copy of MI3 publications is disseminated to this office, however, it appears that little use is made of this material, except that it is circulated through the office and then is locked in a small safe in the vault in no apparent order.

c. Administrative reporting was examined during survey and found to be held to a minimum consistent with operational responsibilities.

d. The office requested that a form be designed and furnished to them for [redacted] requests to be submitted to Inspection and Security Staff. [redacted] is checking to see if any present form can be used. If not they will contact [redacted] for new form.

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e. The survey team was unable to ascertain clearly defined normal working hours for this office.

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ACTIVITY SURVEYED:

25X1A8a

Office of Operations

DATE

: 20 and 31 March 1950

25X1A9a

SURVEY TEAM

: [REDACTED] CIA

1. I/O and Staffing Patterns

a. Authorized I/O:

13 (plus 1 army representative)
7 Clerical and Admin., 7 professional
(includes 1 army)

On Duty:

6 Clerical and Admin., 6 professional
(includes 1 army)

Terminations Pending:

3 Clerical and Admin.

Vacancies After Ter-
minations:

4 Clerical and Admin., 1 professional.

b. The survey team discussed with the Chief of this office the lack of balance of the existing I/O. Based on full I/O complement the ratio of 7 professionals to 7 clerical and administrative is deemed excessive by one clerical position.

2. Personnel

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The three pending clerical terminations will greatly affect the productivity of this office. The survey team suggests that special effort be made by Hqrs., [REDACTED] and Personnel Division, Administrative Staff, to provide this office with cleared personnel to replace at least 2 of the 3 losses.

3. Services

a. Space:

1801 sq. ft. of space are allotted to this office or an average of 156 sq. ft. per person based on full I/O. (12 persons assigned to this office.) [REDACTED] This office has the smallest amount of vault space encountered during this survey.

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Files and records are continuing to occupy increased proportion of office and to such an extent that a vigorous program of record retirement and destruction should be implemented immediately.

CHIEF'S OFFICE

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Construction of shelving in the vault for storage of NIS and other publications would assist in space conservation. The survey team will investigate possibilities of providing such construction with Hdqrs., [REDACTED] and Inspection and Security Staff.

b. Supplies:

The current methods of requisitioning, procurement and delivery of supplies are satisfactory to this office.

Excessive quantities of requisitioned materials impose problems of utilization and storage. (i.e.: Roll of corrugated packing paper sufficient to meet requirements of this office for approximately 10 years.)

The automobile requisitioned and approved for official use by this office is urgently needed and anxiously awaited.

4. Financial

- a. The accounts for postage and petty cash were audited during the survey and found to be in order.
- b. The petty cash fund consists of an advance of \$20.00 from unvouchered funds made by [REDACTED]. The Budget Officer will undertake a study of this procedure to achieve uniformity in all field offices.

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5. Security

The safes and vaults of this office are checked nightly by security teams of office personnel and the area is secured by [REDACTED] alarm system during non-working hours.

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6. Operational and Miscellaneous Findings

25X1A6a

- a. The normal working hours for this office are 0830 hours to 1700 hours [REDACTED]
- b. Approximately 10% of this office's productivity is expended for Agency operations other than OO report production.
- c. This office expressed concern over the amount of time required on the part of OCD to fill or renew requests for publications and periodicals.
- d. Office activities have been confined for the most part to the normal working hours with practically no overtime of record expended.

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- e. Many publications and materials are being received by this office of questionable value (i.e.: Dept. of Commerce Bulletins). It is suggested that Edgrrs., [redacted] contact the Chief of this office for written comment on this subject. 25X1A8a
- f. Fulfillment of requests for translation service by Washington has been extremely slow and it was requested that an effort be made to speed up this service.
- g. During this survey this office emphasized that field collectors are dealing with individuals who are voluntary contributors to whom time is extremely valuable. These persons, therefore, should be asked specific pertinent questions. 25X1A8a

It is felt by this office that requirements are many times too general, too broad and frequently not geared to the individual

25X1X7

A more general complaint of this office concerned frequent requests from Washington for answers on specific subjects completely unfamiliar to field collectors. This office has experienced embarrassment when queried by source as to CIA's interest.

- h. Name check security clearances are taking considerable time to process and when answers are received from IASS they are sometimes confusing. i.e.: U.S. Army Colonel - 40 years service took several months to process, answer received from IASS on standard format "Very little records free which to evaluate, suggest proceed with caution." 25X1A8a

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- j. The Agency is continually receiving assistance and material from reference sources but is extremely slow in returning favors in kind. For example, the Hoover Library.

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ACTIVITY SURVEYED:

Office of Operations

25X1A8a

DATE

: 3 and 4 April 1950

25X1A9a

SURVEY TEAM

: CIA

1. I/O and Staffing Pattern

a. Authorized I/O: 10

On Duty : 6 Clerical and Admin., 5 Professional

: 4 Clerical and Admin., 4 Professional

Vacancies : 1 Clerical and Admin., 1 Professional

Pending : 1 Clerical and Admin., 1 Professional

2. Personnel

The ratio of 1 clerical and administrative to 1 professional person based on the small I/O for this office should, in the opinion of the survey team, not be reduced.

3. Servicesa. Space:

1846 square feet of space are allotted to this office or an average of 185 square feet per person based on full I/O. The space assignment was found to be the best of all the offices surveyed.

b. Supplies:

Methods of requisitioning, handling and delivery of supplies are considered generally satisfactory; however, one instance brought to the attention of the survey team shows considerable difficulty in supply procurement:

- (1) Report forms ordered 10 February 1950
- (2) Follow-Up sent to Washington 14 March 1950
- (3) Washington reply 16 March "Delay warehouse taking inventory, will send tomorrow via air mail".
- (4) Special urgent request for shipment, sent 23 March 1950.

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- (5) Washington reply 24 March stating report forms shipped 22 March.
- (6) Forms received 29 March 1950, shipped in waterproof packing (see general notes).

Map cases requisitioned by this office on 16 January 1950 held up six weeks because of size requirement, 22" x 42", not being a stock item. This office agreed to accept standard size cases but as of time of survey had not received this needed equipment.

This office requested to be included in the [redacted] dissemination of new electromagnetic typewriters presently on order.

25X1A8a

c. Contractual Services:

Considered very good by this office with the exception of PBA whose services were difficult to obtain and whose work performances were in many cases unsatisfactory.

4. Financial

- a. The postage stamp account was audited during the course of the survey and found to be in order.
- b. Chief of office understand that a limitation of \$20.00 per month for entertainment has been established, this should be clarified in writing to all offices by Hdqrs., [redacted]

25X1A8a

5. Security

This office has a daytime alarm system in addition to the [redacted] System for off-hour protection. This additional protection makes for better security as the [redacted] does not function during working hours.

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186

25X1A

6. Operational and Miscellaneous Findings

- a. [redacted] reports originating in other offices and copies of NIS materials are being sent to this office by air-mail and included in the regular daily pouch.

This method of report dissemination proves extremely costly and should be avoided by a simple administrative procedure of mail separation by Hdqrs., [redacted]

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- b. This office concurs in the generally expressed opinion that very little use is made of the NIS material.

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- e. Approximately 5 per cent to 10 per cent of this office's productivity is expended for other than CO report production.
- d. Full utilization is made in this office of the "Recordak" microfilming equipment for almost all materials.
- e. One reproduction request of a borrowed wind tunnel blueprint was sent to Reproduction Branch, Administrative Staff, via air-mail 28 February 1950 requesting first priority. It was not delivered as of time of survey. Higras, [redacted] replied to [redacted] Tracer 27 March that "document took a long time to reproduce."
- f. This Office expressed a desire for an advance of funds to cover petty cash purchases.

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ENCLOSURE

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ACTIVITY SURVEYED:

25X1A8a

Office of Operations

DATE:

28 March 1950

SURVEY TEAM:

25X1A9a

CIA

Barber, Bureau of the Budget

1. T/O and Staffing Pattern

a. Authorized T/O: 15 (plus 1 Army Representative)
7 Clerical and Admin., 9 Professional
(includes 1 Army)

On Duty: 5 Clerical and Admin., 9 Professional
(includes 1 Army) *OK*

Vacancies: 2 (1 Clerical, 1 Professional)
Pending: 2 (1 Clerical, 1 Professional)

2. Personnel

The two vacancies both pending, of 1 professional GS-13 and 1
clerical GS-4, will be assigned to duty *OK*

25X1A6a

3. Services

a. Space:

1805 square feet of space are allotted to this office or an
average of 125 square feet per person based on personnel
located in *[redacted]*. This office is comparatively small in
area and considering vault and file space the average per
person is not deemed excessive. *OK*

25X1A6a

b. Supplies:

Methods of requisition, handling and delivery of supplies and
equipment are considered satisfactory by this office. *OK*

c. Contractual Services:

(1) Typewriter repair service in this office is being
performed by contract, charges for such service are
billed to the Administrative Officer. Considerable
difficulty experienced in settlement of invoice by
Washington, *[redacted]*, dated 2 February 1950,
amount \$23.74, covering repairs made in January by
[redacted] unsettled as
of time of survey. Office had received second request
for payment. *OK*

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(2) The local telephone company has installed a large key type switchboard (1920 vintage) in this office which requires the constant attention of one clerk. Inasmuch as this installation is not practicable in terms of service rendered, the survey team recommends replacement by "100 key" or similar system.

4. Financial

a. The postage account was audited during the survey and found to be in order. Cash reimbursements under the present petty cash procedure seemed to consume excessive time.

b. The Chief of this office expressed the need for establishment of a small fund for payment of translation services. The survey team recommended that such request be transmitted to M4grs., [redacted] with full justification for the establishment of such a fund.

25X1A8a

5. Security

The safes and vaults of this office are checked nightly by security teams of office personnel and secured by an alarm system during non-working hours. The building area is guarded by [redacted] Guards; they do not, however, provide the type of guard service generally associated with [redacted] CIA Buildings.

6. Operational and Miscellaneous Findings

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25X1A6a

a. The normal working hours for this office are 0830 to 1700 hours [redacted]

b. Despite the fact that a ratio of 7 clerical to 9 professional persons exists in this office, most of the intelligence officers are doing a portion of their own typing. While this action is commendable under emergency circumstances it is questionable under normal working conditions.

c. The present T/O and space assigned is adequate and the procedures for operation of this office appear satisfactory.

1820 7017 3 BW 4 48

STAFF OFFICE

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